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MEMORANDUM FOR: Assistant for Information, DDA

FROM :
Chief, Information and Privacy Staff

SUBJECT : CIA Personnel Management System,
prepared by the National Academy
of Public Administration, dated
March 15, 1979

1. Because of the length of the NAPA study and the limited time available to review the entire report, I have confined my comments to pages IX through XVII. The following are my comments:

a. The Agency's decentralized personnel system does have merit for this Agency. This type of system however, requires truly good managers to implement it properly. While normally I choose not to mention history on a current study, experiences of the past reveal many cases where managers either did not want to be managers or were not qualified to be managers and thus Agency personnel were not treated fairly under the decentralized system. I believe it is essential to have agency-wide standards so that all Directorates and Career Services will have a common framework under which they can operate. We often hear Agency employees saying that they are Agency employees and, therefore, any highly divergent differences in handling career matters should not occur. This doesn't mean that flexibility isn't a necessary ingredient in any personnel system. It merely means that the flexibility must always be within general agency-wide adopted standards. 

b. I agree with the NAPA study that the roles of the line managers, career management offices, career panels, and the Office of Training and the Office of Personnel must be more precisely defined, particularly how they interrelate with one another.

c. I also agree with the study that the line manager is a crucial ingredient in our personnel system, but I also believe that career management officers must be available to serve as an objective third party when employees and line management have significant conflicts. ✓

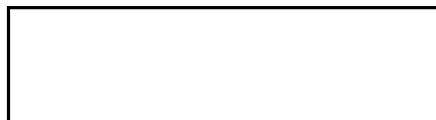
d. With regard to career boards and panels, I believe their roles would be enhanced if selection of members for these groups could be made from among those employees who truly want the job, not from those who consider assignment to a board or panel a burden.

e. From my Agency experiences, I believe that first-line supervisors need to be consulted more extensively before panels make final determinations on employees. ✓

f. The study recommends that better career development programs be implemented. I agree with this recommendation, however, once again I caution that unless we do something to improve our managers, either through training courses or by better selection processes, the career development programs will not improve significantly. In this vein, I recommend that management inform Agency personnel that the Office of Personnel has a most important and strong role in the personnel management process in this Agency. ✓

g. The NAPA study recommends improved coordination between personnel and training. I would suggest that these two offices be made one, thereby making career management and training centered in one office.

2. I guess my main concern is that we not spend significant amounts of time establishing policy unless we are prepared to implement it in a manner which treats our employees equitably.



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